BUILDING ON KNOWLEDGE

"Our mission is to have an impact on the cultural, social and economic progress of the province. We do it because we want to make a difference in society."

David Barnard, President and Vice-Chancellor

Table of Contents

Profile 2
Governance 3
Message from the Chair 4
Message from the Chancellor 5
Message from the President 6
Vision, Mission and Goals 7
Teaching and Learning 8
Scholarship and Research 10
Service 12
People 14
Internationalization 16
Accountability 18
Management Responsibility/Auditor's Report . . 20
Summarized Statements 21
Leadership 25

Teaching and Learning

Give our students an accessible and enviable learning experience.

Scholarship and Research

Sustain a vibrant research enterprise where faculty and students are enthusiastic about intellectual activity, both curiosity-driven and applied.

Service

Taking the academic expertise to the community in response to requests or our own perceptions of need.

Our Highest Priorities

These six critical points, approved in 2002 to lead us through 2006, guide the University in our quest for excellence.

People

Make the University of Regina a preferred place to study and work.

Internationalization

Integrate a national and international perspective into our fundamental threefold mission of teaching, research and service.

Accountability

Provide sufficient information to allow informed evaluation of our performance.

PROFILE

The University of Regina is a young and dynamic institution with its roots in Regina College, a small residential high school that developed into a junior college then a campus of the University of Saskatchewan. Since becoming an independent degree-granting institution in 1974, the University of Regina has expanded to nine faculties and 25 departments, which have established reputations for excellence and innovative programs leading to bachelor's, master's and doctoral degrees.

The University of Regina's main campus and its historic original College Avenue campus provide an attractive study and work environment for more than 12,500 full- and part-time students and more than 1,200 faculty and staff. Three federated colleges are located on campus: Campion College, Luther College and First Nations University of Canada.

Thirteen research centres and institutes enhance the teaching and research opportunities available on campus. As well, the Regina Research Park, adjacent to the main campus, has produced synergies and research partnerships with industry and government.

In recent years, the University of Regina has experienced impressive physical expansion, and has doubled in size between 1997 and 2004. As the end of fiscal 2003-04 approached, faculty, staff and students were anticipating the move into the new $32-million Centre for Kinesiology, Health and Sport and the $38-million student residence complex which will both open in fall 2004. In 2005, the University of Regina will be a key partner with the city of Regina and area communities in hosting the 2005 Canada Summer Games, providing the headquarters for the Games, including the site for the Athletes' Village and numerous sporting events.

The University of Regina contributes to life in the community in myriad ways. We generate more than $150 million of economic activity in the local economy annually. We also create capacity for social and cultural development and our alumni — more than 45,000 since our independence in 1974 — are contributing to, and helping build society in Regina, Saskatchewan and around the world.

Faculties and Academic Units

Administration
Arts
Centre for Continuing Education
Dr. John Archer Library
Education
Engineering
Fine Arts
Graduate Studies and Research
Institut français
Kinesiology and Health Studies
Science
Social Work

GOVERNANCE

The University operates under the terms of The University of Regina Act, an act of the Legislature of the Province of Saskatchewan.

Matters related to the academic welfare of the University fall within the purview of Senate. Often described as the University's "window on the world" due to its wide public representation, the Senate includes in its membership representatives from some 40 professional organizations, 14 members from 12 electoral districts throughout the province, as well as present and past chancellors of the University, the president and vice-presidents of the U of R, the deputy minister of Learning, the chair of Council, the heads of federated or affiliated colleges, deans and directors, and six students.

In the past year Senate oversaw the development of the academic work of the University through the approval of new programs, degrees, and certificates including:

- The establishment of the Department of Justice Studies through a merger of human justice and police studies;
- New graduate programs in justice studies, police studies and public policy;
- A major in economics and society;
- An honours major in economics and geography;
- A certificate in dance teacher education;
- A master's of public administration;
- A certificate of second language instruction.

The Board of Governors oversees the administrative and business affairs of the University. It has ultimate authority over the raising and spending of University funds, and over the acquisition and management of University property. The Board appoints the president of the University.

There are 12 members: the chancellor, elected by all graduates, the president of the University, six members appointed by the Lieutenant Governor in Council, two members elected by the Senate, the president of the Students' Union, and one faculty member, elected by members of Council.

During the past year, the work of the Board of Governors included:

- Balancing financial resources with needs in making the University a desired place to learn, teach and work;
- Approval of revisions to its self-evaluation tools, including a skills matrix to guide Board renewal;
- Adaptation of the Toronto Stock Exchange governance guidelines and consideration of its own compliance;
- Beginning the review of the five-year strategic plan for the U of R;
- Developing measurement criteria to assess progress towards goals; and,
- Approval of new five-year campus plan.

MESSAGE FROM THE CHAIR

Building on Knowledge is a fitting theme for this annual report. The title recognizes the University's enduring and profound legacy of affording educational access and opportunity through its core missions of teaching, research and public service.

The University enjoyed substantial achievement in 2003-04. Among the highlights was the construction of the new $32-million Centre for Kinesiology, Health and Sport and the $38-million student residence. The facilities' openings in fall 2004 will mark a fundamental change on campus and signal the beginning of a new era at the University of Regina.

For these and other important initiatives the University is once again indebted to our funding partners for their encouragement and co-operation. It is only through the continued support of students, the provincial and federal governments, alumni, parents, corporations, foundations, retirees, faculty, staff, and our friends throughout the community that these dreams become realities.

The decisions of the Board of Governors have focused on making effective use of the funds with which the University has been entrusted. The Board has continued to refine its governance practices. During the past year, we adapted the Toronto Stock Exchange governance guidelines for our circumstances. The Board has worked closely with the administration to establish renewed long range plans to best serve our publics. We began the revision of our five-year strategic plan and endorsed a new five-year campus plan that will guide the University through its future physical growth. We have emphasized the development of measurement criteria to help assess our progress toward our goals.

The University is blessed with strong leadership in all sectors. Our outstanding students, faculty, staff and senior administration make extraordinary achievement possible.

On behalf of the Board of Governors, I would like to thank all those who helped make 2003-04 an exhilarating period at the University. Your contributions fuel our enthusiasm. We look forward to the work ahead with refreshed vigour and a renewed commitment to fulfilling our mission together.

Bernhard H. Wiens

Bernhard H. Wiens
Chair, Board of Governors

MESSAGE FROM THE CHANCELLOR

The University of Regina occupies a special place in Canadian higher education. In the past few years, we have made substantial progress toward our vision. In our short 30-year history, the University of Regina has transformed from a progressive junior college into a national university, thanks to the foresight and patient labour of our faculty, staff, administrators, students and alumni.

Our momentum is increasing. The work, however, is never done. This year's annual report theme, "Building on Knowledge," reflects our overriding goal: to cement a leadership position in our key areas of strength.

Throughout 2003-04, growth was evident in our efforts to advance academic excellence, research and scholarship. The University's commitment to community access was unwavering and was reflected in a range of successful activities during the year.

We continue to meet the needs of a diverse student population with new and revised undergraduate and graduate programs as well as such initiatives as the Centennial Scholarship Program, the opening of the *Institut français*, and alternative delivery models for our academic programs.

Faculty members are finding innovative ways to connect their research to the community around us. Our research funding continues to grow and is helping us attract top researchers and instructors. In 2003-04 we were proud to announce the appointment of new Tier 1 and 2 Canada Research Chairs.

As you review our accomplishments from the past year, their best measurement is against our vision of facilitating the development of thoughtful, creative, adaptable, contributing and humane citizens to build a more humane and just society for the future.

I would like to thank the University's students, faculty members, senior administration, members of the Board and Senate, and staff for making 2003-04 a most memorable year.

Arthur Wakabayashi, CM
Chancellor

MESSAGE FROM THE PRESIDENT

To achieve the role we envision for the University of Regina, we must build both a broader base of academic excellence and a strong, inclusive sense of community. We know that setting ambitious goals and accomplishing them are two different things. Achieving our goals will require continuing leadership, the best efforts of faculty, staff, students, and administrators, and the wisdom and support of the Board, the Senate, and the many alumni and benefactors who share our vision.

Building continues to be a strong theme at the University. As we anticipate the opening of the new student residence and Centre for Kinesiology, Health and Sport, we also look forward to the role the University will play in the 2005 Canada Games. The Games will be a hallmark in the history of our University and a highlight in our province's centennial celebrations.

The impending launch of Building Dreams and Futures is an ambitious fundraising campaign for an ambitious university. It will position the University of Regina as a leader in Canada's economic, artistic, cultural, scientific and social development. It will strengthen the foundation needed to attract the best and brightest to our campus for an enviable educational experience.

Initiatives such as these remind us that the University is not only a place of strong traditions but also a valuable and relevant provincial resource that is both responsive and responsible to the people of Saskatchewan.

In the months to come, we will continue to build the University with the introduction of Reaching Our Potential: Building on Progress 2004-2009. This new planning framework will employ new measures and targets, increase our accountability, provide more effective reporting of our progress and performance, and move us toward our future.

It is a tremendously exciting time to be at the University of Regina — a time of growth and development. I trust you will enjoy reading about the many accomplishments of 2003-04. I would like to thank the faculty, staff, Board, Senate and all those who have strengthened our vision and contributed to building the University of Regina.

David T. Barnard, PhD
President and Vice-Chancellor

VISION, MISSION AND GOALS

Vision

As a scholarly community the University of Regina derives its strength, vision, and purpose by the advancement, sharing and application of knowledge, and by facilitating the development of thoughtful, creative, adaptable, contributing and humane citizens.

Mission

The University of Regina preserves, transmits, interprets, and enhances the cultural, scientific and artistic heritage of humanity through the acquisition and expansion of knowledge and understanding. We apply our skills in the service of society by facilitating constructive criticism, independent thinking, free discussion, and the pursuit of truth, while respecting the rights and responsibilities associated with academic freedom.

By interpreting the past and examining and clarifying contemporary thinking we shape the possibilities of the future. We are open to change and enthusiastic about investigation and creativity. We combine a unity of purpose with a diversity of outlook.

By encouraging the development of their potential, we prepare our students to participate fully in society, and to respond to the demands of a rapidly changing world in ways that are consistent with the highest human values and aspirations.

Goals

- **Teaching and Learning:** Give our students an accessible and enviable learning experience.
- **Scholarship and Research:** Sustain a vibrant research enterprise where faculty and students are enthusiastic about intellectual activity, both curiosity-driven and applied.
- **Service:** Take our academic expertise to the community in response to requests or our own perceptions of need.
- **People:** Make the University of Regina a preferred place to study and work.
- **Internationalization:** Integrate a national and international perspective into our fundamental threefold mission of teaching, research and service.
- **Accountability:** Provide sufficient information to allow informed evaluation of our performance.

GOAL 1:

TEACHING AND LEARNING

Give our students an accessible and enviable learning experience.

Objectives:

- The quality of the learning experience and of academic programs is continually improved
- Students' needs, available resources and course/program offerings are well aligned
- Funding for undergraduate and graduate student financial support is at least doubled

"Every day, everywhere on the campus, there are stories of success — whether it's a new grant, a student winning a national award or a student surpassing his or her own expectations."

Kathy Heinrich, Vice-President (Academic)

Last year, the University of Regina enjoyed its latest string of triumphs — from 17 new and revised undergraduate and graduate programs, and the implementation of the new Centennial Scholarship Program, to officially opening the *Institut français*.

The achievements were remarkable, but not unexpected — they grew from our desire to do everything we can to ensure students have the best possible learning experience.

During the fiscal period, 1,986 students received degrees, diplomas and certificates from the University.

We continue to look for and find ways to bring people to the campus — to keep people thinking and learning all through their lives. Weekend University offered an expanded array of courses to students outside regular hours. This gave full- and part-time students even more opportunities to learn.

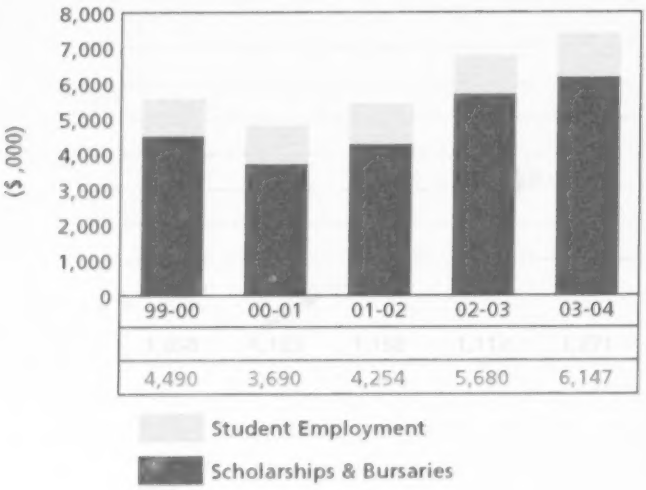
This year we also welcomed new online learning opportunities, alternative delivery models, and different types of access to give students new opportunities to learn.

These are steps in a longer journey along the path of progress and leadership that the University of Regina has been forging for 30 years.

2003-04 Highlights

- In November 2003, federal and provincial governments committed to fund the *Institut français*. Working with the regional francophone community, we are establishing an academic, linguistic and social centre for French language and culture.
- Lifelong learning is supported with non-credit programs like the Conservatory, the Seniors' Education Centre in Regina and music classes in the town of Montmartre.
- We partnered with the Parkland Regional College and Standing Buffalo Reserve to have credit courses delivered at Fort Qu'Appelle.
- Psychology 101 was introduced to Winston Knoll Collegiate, part of our Accelerated High School pilot.
- Funding for student financial support increased by 9.2 per cent.
- The New Centennial Merit Scholarship program provided 189 top Saskatchewan high school graduates with $500,000 in tuition support.
- Twelve new online and televised distance education courses brought our total to 29. Over 3,842 students registered.
- The new Department of Justice Studies was created by merging Human Justice and Police Studies.

Student Financial Support



Progress to build on

- Plans for online distance delivery include an online degree in Prairie Studies and a Police Studies program.
- The Faculty of Arts will begin an Arts Co-operative Education Program in 2004-2005.

Unprecedented academic achievement

Raegan Bernhardt (left) of Grayson, Saskatchewan, earned the University Medal for the third consecutive year, a first for a U of R student. Bernhardt also received the Governor General's Academic Silver Medal and the Association of Professional Engineers and Geoscientists of Saskatchewan Gold Medal in Engineering. Bernhardt is shown here with President David Barnard at 2004 spring convocation ceremonies.

Canadian Undergraduate Survey Consortium

Student Survey Results: (2004 survey of first year students)

91% are satisfied with their decision to attend the U of R
83% are satisfied with the quality of teaching they received
88% agree that their professors are accessible outside of class for help
94% are satisfied with class sizes and library facilities
93% are satisfied with their instructional facilities

GOAL 2:

SCHOLARSHIP AND RESEARCH

Sustain a vibrant research enterprise where faculty and students are enthusiastic about intellectual activity, both curiosity-driven and applied.

Objectives:

- All faculty are active in scholarship and research and output continues to increase
- Student involvement in scholarship and research is increased
- Financial and administrative support for scholarship and research is doubled
- Total external research funding is doubled

"Research is contagious — as people pursue it, others get involved. A particular strength of the University of Regina is its interdisciplinary team-based research. Here, people historically have co-operated across multiple disciplines. It's part of what fuels our vibrant research community."

Allan Cahoon
Vice-President (Research and International)

The University of Regina is distinguishing itself through its research enterprise.

By design, the aim of research at the University of Regina is that it be relevant to the world beyond our walls. Every faculty member is challenged not merely to pursue scholarship and research, but to examine ways in which it can be applicable and beneficial to the community at large, and to encourage this pursuit among students.

Over the past year, we have grown our research funding, and we've increased it at a rate greater than the national average. Canadian Institutes of Health Research (CIHR) funding more than doubled. We realized significant increases in Social Sciences and Humanities Research Council (SSHRC) funding.

Our research enterprise is thriving and it's helping us attract top researchers and faculty members. In 2003-04, three Tier 1 Canada Research Chair (CRC) appointments were made as well as one Tier 2 appointment. As well, the University's total allocation increased to 12 Canada Research Chairs.

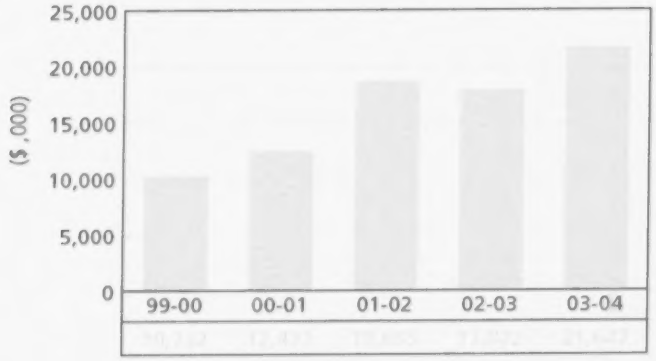
2003-04 Highlights

- A five-year, $2.4 million SSHRC Major Collaborative Initiatives grant was awarded to an interdisciplinary team for a comparative social-institutional environmental study in Chile.
- The University allocated 17 Centre for Sustainable Communities awards as catalysts for collaborative research proposals.
- The Faculty of Arts celebrated the publication of 20 books and $5 million in research funding.
- The first annual Award of Innovation, co-sponsored by the Regina Research Park and the University Industry-Liaison Office was presented.
- The Faculty of Fine Arts secured funding from Western Economic Diversification to develop an electro-acoustic composition and creation laboratory.
- Fourteen New Faculty Start-up Awards were provided and matched by faculties.
- The University supported the application of four fine arts studio-based faculty members who applied to a new SSHRC category.
- New ventures launched by the Humanities Research Institute provided financial assistance to students travelling to present papers at refereed scholarly conferences and travel assistance to board members of scholarly organizations.
- Research funding has more than doubled in the past four years.

Progress to build on

- We are planning the transformation of the former Energy Research Unit into an energy and environment research centre.
- A review of the Saskatchewan Population Health and Evaluation Research Unit is underway.
- A team of University of Regina faculty and staff met with federal granting agencies to identify opportunities for future collaboration.

Research Revenue



Discovering new knowledge

Three Tier 1 Canada Research Chair (CRC) appointments as well as one Tier 2 appointment were announced in 2003-04. Biologist Peter Leavitt (left), a world specialist in paleoecology, is reconstructing the past 1,000 years of climate change in Western Canada and using fossil records to forecast future drought. Shadia Drury is among the world's foremost scholars on the history, philosophy and politics of neoconservatism. Canada Research Chair Guo (Gordon) Huang (not shown) has been spearheading research that will aid in petroleum industry pollution control.

GOAL 3:

SERVICE

Take our academic expertise to the community in response to requests or our own perceptions of need.

Objectives:

- Members of the University increasingly use their academic and professional expertise to support cultural, social and economic development in the wider community
- Scholarship and research are increasingly disseminated to the broader community
- Technology transfer is facilitated

"The University continues to make significant contributions locally, provincially and nationally. We add to our communities in a multitude of ways: through cultural enrichment, by sharing scholarly knowledge, and by our economic activity. We look forward to contributing to an even greater extent in the years to come."

David Barnard, President

The involvement of faculty, staff and students in their professional communities and the engagement of the broader community with the University continues to grow. The University hosted a diverse range of public lectures, seminars and artistic performances in 2003-04.

As well, the University-Industry Liaison Office (UILO) advanced its pursuit of establishing commercial applications for University-developed intellectual properties by signing the first patent agreement with a faculty member.

Intensifying our efforts to support the local community remains a priority in our long-range plan. Increasingly, the wider community views the University as a valuable resource. The high level of interest in the Communities of Tomorrow partnership is one example.

Communities of Tomorrow is the formal name for a concept which has been in many ways part of the University's core values: collaborative, interdisciplinary research with impact and relevance in the immediate community. This partnership is currently between industry, the National Research Council, local and provincial government, and the University. In 2003-04 seed funding ranging from $2,000 to $15,000 was provided for 17 projects exploring aspects of the sustainable community.

2003-04 Highlights

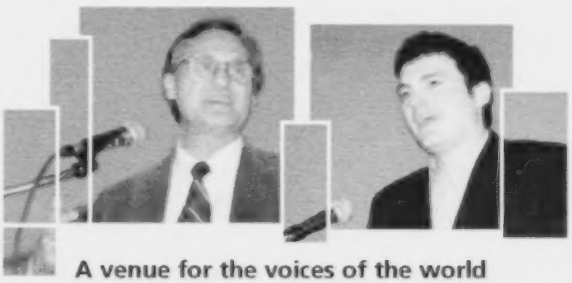
- The Faculty of Education completed the second phase of Climate Change Saskatchewan, a public education and outreach hub.
- The Conservatory of Performing Arts established two new choirs, introduced its first summer dance and drama program for youth, and expanded outreach programs like the music program in the community of Montmartre.
- The Seniors' Education Centre (SEC) affiliated with the Canadian Health Network (CHN) and received a $250,000 grant to promote the CHN website to seniors. The SEC held its third annual Gerontology Institute with 150 participants and made regular presentations on elder abuse to RCMP recruits.
- The Saskatchewan Institute of Public Policy (SIPP) sponsored an Armchair Discussion series, special lectures, presentations, and seminars. The unit hosted a national conference on improving Canada's governance as a federal state.
- The Faculty of Social Work organized lunchtime seminars on social policy issues for University personnel and community colleagues through the Social Policy Research Unit.
- Members of the Faculty of Administration provided management advice to local, regional, and national organizations.
- A high speed optical network linking the University with the Saskatchewan Science Centre, the College Avenue campus, the Saskatchewan Sound Studio and the Royal Saskatchewan Museum was approved.
- Coffee House Controversies, a series of lectures and question and answer forums sponsored by the Faculty of Arts, was held in downtown Regina.

Progress to build on

- The Communities of Tomorrow partnership will be an ongoing initiative to seek sustainable community solutions.

Serving the community

Faculty of Kinesiology and Health Studies associate dean June LeDrew (back row, centre) led a group of more than 40 student volunteers at the 2004 Children's Health Foundation Radiothon. The effort raised more than $148,000 province-wide. LeDrew also served as the University's United Way campaign co-chair (with Denise Lindenbach) which raised a record $54,072.97 and resulted in the U of R's campaign being named outstanding public sector campaign at the United Way's 2003 Regina Campaign Spirit Awards.



A venue for the voices of the world

The United Nations Secretary-General's Special Envoy for HIV/AIDS in Africa, Stephen Lewis (left), and co-host of CBC News: Sunday *Evan Solomon, were among those who shared their unique insights with audiences during the year.*

GOAL 4:

PEOPLE

Make the University of Regina a preferred place to study and work.

Objectives:

- Increase overall enrolment, including: a 20 per cent increase in total enrolment; an increase in graduate student enrolment to 15 per cent of the total; and an increase in international student enrolment to 10 per cent of the total; while maintaining domestic enrolments, attracting more top Saskatchewan high school graduates and, in co-operation with the First Nations University of Canada, increasing the number of aboriginal students
- A faculty and staff complement appropriate to enrolment and activities, with a larger proportion of permanent positions
- Salaries, benefits and support for faculty and staff that are competitive with similar universities and employers
- A workforce that more closely reflects the representation of women, aboriginal people and people with disabilities in the provincial population
- Improved quality of community life on campus
- Increased pride in the University among members of the immediate University community (students, faculty, staff and alumni), and improved profile of the University regionally, provincially, nationally and internationally

"Creating an environment of success breeds success."

Dave Button

Associate Vice-President (Facilities and Planning)

The University continues to see gains in its enrolment numbers. It's little wonder. An overwhelming percentage of U of R students say they are satisfied with their decision to attend the U of R. Increasingly, international students are also choosing the U of R. So too are graduate students whose enrolment climbed again this past year.

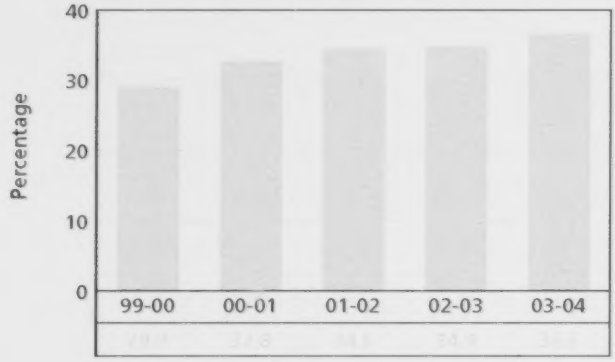
The University is attracting high quality faculty and staff within an increasingly competitive marketplace. And faculty and staff are taking an even greater interest and pride in the U of R. This was apparent in the success of the internal phase of the Building Dreams and Futures fundraising campaign — the Family Campaign. By the time the Family Campaign wrapped up in November, the effort had raised more than $1.5 million — more than twice the goal that was set in April 2003.

During the past year cranes and construction vehicles were a common sight on the U of R campus. Crews were putting the finishing touches on upgrades to the library information commons, expanding it to twice its size. At the same time, work continued on the $32-million Centre for Kinesiology, Health and Sport and the $38-million student residence. Both projects, which will be completed for the fall 2004 semester, will make the campus even more attractive for those who study and work at the University.

2003-04 Highlights

- First Nations University of Canada and the University initiated a pilot project to recruit aboriginal students into co-operative education work placements. Fourteen student placements were arranged during the first year.
- Fall 2003 enrolment was 12,518 students, up 2.8 per cent from fall 2002.
- Fifty-one U of R student-athletes were named Canadian Interuniversity Sport Academic All-Canadians, an increase of 24 from the previous year.
- Forty new faculty (tenure-track) began their appointments.
- The Faculty of Arts initiated a process to create an action plan for equity. Human Resources sponsored a seminar on recruiting aboriginal and female faculty. Four First Nations students were in work placements on campus. Human Resources and Graduate Studies and Research developed promotional materials to encourage aboriginal students to apply for graduate studies (a first step in preparing future aboriginal faculty members).
- A comprehensive review of Human Resources was undertaken and several recommendations were implemented.
- $125,000 was added to the graduate scholarship budget to attract first-class students to graduate studies and to encourage undergraduate aboriginal students to pursue research in the sciences and engineering.
- A resident assistant training program that included CPR, cultural diversity, sexuality issues, problem solving techniques and crisis intervention training was undertaken.

Female Tenured/Tenurable Faculty



Fundraising begins at home

Bonnie Jackson and Mark Brigham served as co-chairs of the Family Campaign, the first phase of the University's major fundraising effort Building Dreams and Futures. The Family Campaign was directed at those most closely associated with the University and raised more than $1.5 million. The funds will be used to provide student financial support, faculty research, and funding for the new Centre for Kinesiology, Health and Sport. Additional revenue from the campaign will be allocated to the University's emerging priorities, and a portion fulfils the University's commitment as a partner in the 2005 Canada Games.

Progress to build on

- A new Laboratory Building was approved by government.
- Plans are being made for an ongoing aboriginal co-operative education program.
- Negotiations neared completion for the innovative Allied Health Centre in the Centre for Kinesiology, Health and Sport which will provide a level of student health services appropriate for a university of our size.

GOAL 5:

INTERNATIONALIZATION

Integrate a national and international perspective into our fundamental threefold mission of teaching, research, and service.

Objectives:

- Students gain international awareness and understanding
- Exchanges of students and faculty members with universities in other countries continue to increase
- Support services for international students and collaborations in teaching, research and service are increased and improved

"To fulfil our role in the community, we must focus on understanding cultural differences, on international awareness and collaboration."

Allan Cahoon
Vice-President (Research and International)

To thrive we need to recognize that we belong to an interdependent world. The University of Regina equips students with the resources to meet the challenges of a world where knowledge knows no boundaries.

Work is underway in several areas to internationalize course content. We've increased the number of international students and expanded opportunities for study abroad.

Students from 56 countries are now represented on campus — a 21.7 per cent increase from last year — and 96 students participated in Study Abroad programs, up 38.5 per cent from the previous year.

English as a Second Language (ESL) enrolment increased in spite of the challenges posed by a global outbreak of Severe Acute Respiratory Syndrome (SARS). Students attending the ESL program came from Asia, Latin America, the Middle East, Africa and Europe. Seventy per cent of the ESL program graduates continue their studies at the University of Regina.

2003-04 Highlights

- The first graduate scholarship was awarded in the joint international program with Hunan University.
- Master's students from the Faculty of Education completed a Canadian International Development Agency (CIDA) project in China's Jilin Province.
- A training program for educational administrators with Educational Institute of Jilin Province was created.
- University officials visited faculties of social work in several Chilean universities and hosted a Chilean colleague to explore possibilities of joint research and degree programs.
- University representatives visited existing and potential partner institutions in Korea, Japan and Mexico and attended the conference of the International Organization of Higher Education (IOHE).
- The University increased the number of international mobility consortia agreements to five.
- An agreement was signed with the Science and Engineering Council of Mexico to award 20 scholarships for graduate students in Mexico to come to the U of R.
- Seventeen international visiting scholars came to the University.
- A strategic planning process for the English as a Second Language (ESL) program began.
- Pre-arrival and orientation activities for international students were improved.
- A resource manual to assist faculty working with international students was developed.
- The University continues to grow its status as the Canadian university with the highest number of Thai students.

Advancing a global vision

Alain Boutet was appointed the first director of the newly established Office of International Co-operation and Development (OICD). The mission of the office is to support the integration of an international perspective into the University's threefold mission of teaching, research and service, in order to enable members of the University community to meet the challenges and opportunities of an increasingly globalized world.

Progress to build on

- The Faculty of Graduate Studies and Research is reviewing all joint international graduate programs, and the Office of International Co-operation and Development is reviewing all joint international undergraduate programs and other international agreements.
- The University is pursuing the potential for collaborative research with partners in Chile specifically and in Latin America generally, particularly in the areas of the environment and social welfare.
- A visit by representatives of the China National Petroleum Company has been arranged to examine potential partnerships with the Petroleum Technology Research Centre.
- Work is underway to internationalize the classroom and course content.
- A cross-campus working group is developing more comprehensive policies and services.

GOAL 6:

ACCOUNTABILITY

Provide sufficient information to allow informed evaluation of our performance.

Objectives:

- Increase public, governmental and alumni recognition of the University of Regina's performance against its stated goals and objectives
- Strengthen internal accountability

"We have worked hard to build good relationships with the government, the Provincial Auditor, the City, SIAST, the University of Saskatchewan. This may be the best state we have been in, possibly in our history, in terms of connections with government and community."

Jim Tomkins,
Vice-President (Administration)

Our academic plan is rooted in our assessment of what the University of Regina is and what we want it to be. Our curriculum, our faculty, our physical layout are all evaluated against our planning goals using internal and external reviewers. The University of Regina recently began applying a similar process to administrative units, to strengthen internal accountability. Reviews of the Office of Resource Planning, Human Resources and Printing Services were completed in 2003-04.

In addition to measuring our own progress, it's important to recognize other forces that may influence our progress. Senior management made a decision to identify key stakeholders, reflecting their importance to the University's future and the achievement of our goals. The purpose is to ensure that key relationships are maintained and nurtured.

Working with KPMG, the University began an Enterprise-wide Risk Management (ERM) study to identify and understand our strategic risks in areas such as recruiting, resourcing and systems reliability. The goal is to ensure that these risks are managed in a manner consistent with their potential impact and likelihood.

2003-04 Highlights

- The Board adapted the TSX governance guidelines.
- Despite utility rate increases, Physical Plant has maintained per-square-metre energy costs for the past 10 years through a variety of sustainability initiatives.
- The University's Update page continued in *The Leader-Post* reporting on a host of campus activities.
- Briefing materials were prepared for the new government including the Premier, several Ministers, the Leader of the Opposition and the Opposition Critic.
- Tours of our new facilities were given to the Premier and Government Caucus, and the Leader of the Opposition and Opposition Caucus, and each group was briefed on recent progress and future challenges and opportunities.
- The president hosted monthly community breakfasts, speaking to a wide cross-section of the community about developments at the University.
- The president reported on developments to the University community at Town Hall meetings, annual meetings with faculty councils, and special receptions for staff members of faculties and administrative departments.
- The Faculty of Administration launched its first annual report.
- The University's 2002-03 annual report listed the University's objectives in addition to its goals, and expanded the number of performance indicators cited.
- The content, scope and schedule of financial monitoring by the Board were increased.
- Issues flagged in the Provincial Auditor's management letter are being addressed.
- The planning framework is being revised to capture more core functions and permit clearer reporting of progress.

Exceptional planning begins with exceptional data

As the new director of the Office of Resource Planning, Brian Christie is tasked with gathering information and providing research, statistical and analytical expertise to support decision making, policy development and planning at the University of Regina. The office is involved in a number of activities including:

- *accountability reporting and performance indicators;*
- *strategic planning support;*
- *enrolment analysis;*
- *student and graduate survey management;*
- *external statistical reporting to government agencies, Maclean's, etc;*
- *production of the U of R Fact Book;*
- *facilitating the annual budget process; and,*
- *review of operating funding mechanisms.*

Progress to build on

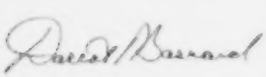
- Administrative unit reviews continue in 2004-2005.
- The University's Planning Framework is being revised as a 2004-2009 plan with a new performance measurement format.

UNIVERSITY OF REGINA

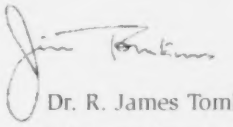
MANAGEMENT RESPONSIBILITY

FOR THE YEAR ENDED APRIL 30, 2004

Management of the University of Regina is responsible for the integrity of the financial data reported for the University and for determining the nature and extent of the information reflected in the summarized financial statements. The following summarized financial statements have been derived from the complete audited financial statements prepared in accordance with generally accepted accounting principles as set out by the Canadian Institute of Chartered Accountants (CICA), which have been consistently applied.



Dr. David T. Barnard
President



Dr. R. James Tomkins
Vice-President (Administration)

AUDITOR'S REPORT ON

SUMMARIZED FINANCIAL STATEMENTS

To the Members of the Legislative Assembly of Saskatchewan

The accompanying summarized statement of financial position and statements of operations and changes in fund balances and cash flows are derived from the complete financial statements of the University of Regina as at April 30, 2004 and for the year then ended on which I expressed an opinion without reservation in my report dated July 12, 2004. The fair summarization of the complete financial statements is the responsibility of management. My responsibility, in accordance with the applicable Assurance Guideline of The Canadian Institute of Chartered Accountants, is to report on the summarized financial statements.

In my opinion, the accompanying financial statements fairly summarize, in all material respects, the related complete financial statements in accordance with the criteria described in the Guideline referred to above.

These summarized financial statements do not contain all the disclosures required by Canadian generally accepted accounting principles. Readers are cautioned that these statements may not be appropriate for their purposes. For more information on the entity's financial position, results of operations and cash flows, reference should be made to the related complete financial statements.

Regina, Saskatchewan
July 12, 2004

Fred Wendel, CMA, CA
Provincial Auditor

SUMMARIZED STATEMENT OF

FINANCIAL POSITION

AS AT APRIL 30, 2004

(in thousands of dollars)	***GENERAL***	***RESTRICTED***	***ENDOWMENT***	***TOTAL***	***TOTAL 2003***
Current Assets					
Cash	$ (52)	$ 4,743	$ -	$ 4,691	$ 15,706
Accounts receivable	4,778	15,371	1	20,150	9,184
Inventories	2,276	-	-	2,276	2,161
Prepaid expenses	599	530	-	1,129	428
	7,601	20,644	1	28,246	27,479
Long-Term Assets					
Long-term investments	-	7,315	17,535	24,850	20,098
Long-term loan receivable	-	1,269	-	1,269	870
Accrued pension benefit asset	31,938	-	-	31,938	38,827
Capital assets	-	171,009	-	171,009	132,475
	31,938	179,593	17,535	229,066	192,270
	$ 39,539	$ 200,237	$ 17,536	$ 257,312	$ 219,749
Current Liabilities					
Accounts payable and other accrued liabilities	$ 8,357	$ 2,204	$ -	$ 10,561	$ 14,818
Deferred income	3,137	-	-	3,137	2,772
Current portion of long-term debt	-	644	-	644	204
Demand loan	-	-	-	-	5,823
	11,494	2,848	-	14,342	23,617
Long-Term Liabilities					
Long-term debt	-	37,321	-	37,321	9,381
Due to (from) other funds	(331)	331	-	-	-
Accrual for employee future benefits	798	-	-	798	515
	$ 467	$ 37,652	$ -	$ 38,119	$ 9,896
Fund Balances					
Externally restricted funds	-	31,888	17,536	49,424	35,795
Internally restricted funds	37,387	3,231	-	40,618	45,571
Invested in capital assets	-	124,618	-	124,618	113,888
Unrestricted funds	(9,809)	-	-	(9,809)	(9,018)
	27,578	159,737	17,536	204,851	186,236
	$ 39,539	$ 200,237	$ 17,536	$ 257,312	$ 219,749

Approved by the Board of Governors

Chair, Board of Governors

Vice-President (Administration)

Copies of the full audited financial statements and notes are available by calling Financial Services at (306) 585-4979, or by visiting our web site at www.uregina.ca/fs and choosing the 'Financial Statements' button.

SUMMARIZED STATEMENT OF

OPERATIONS AND CHANGES IN FUND BALANCES

FOR THE YEAR ENDED APRIL 30, 2004

(in thousands of dollars)	GENERAL	RESTRICTED	ENDOWMENT	TOTAL	TOTAL 2003
Revenues					
Grants and contracts					
Government of Canada	$ 1,863	$ 10,127	$ -	$ 11,990	$ 8,463
Government of Saskatchewan	58,047	17,990	-	76,037	76,033
Other	919	6,158	-	7,077	9,464
Students fees	36,354	249	-	36,603	33,315
Contributions, gifts, donations and bequests	279	9,885	273	10,437	2,176
Sales of services and products	14,143	1,663	-	15,806	14,457
Income from investments	533	2,391	1,589	4,513	(696)
Miscellaneous income	2,126	577	9	2,712	1,557
Income from operating leases	-	505	-	505	1,140
	114,264	49,545	1,871	165,680	145,909
Expenses					
Salaries					
Academic	37,521	848	-	38,369	35,724
Other	32,787	3,507	11	36,305	32,985
Employee benefits	17,071	391	-	17,462	(753)
Operational supplies and expenses	6,563	2,862	-	9,425	8,100
Travel	2,748	1,559	-	4,307	3,889
Cost of goods sold	5,605	-	-	5,605	5,598
Equipment, rental, maintenance & renovations	6,882	1,708	-	8,590	7,545
Utilities	5,111	39	-	5,150	4,687
Amortization of capital assets	520	15,025	-	15,545	13,480
(Gain) loss on disposal of capital assets	(12)	(3,462)	-	(3,474)	1,327
Scholarships, bursaries and prizes	4,250	4,301	16	8,567	8,067
Interest	283	255	-	538	946
Wascana Centre Authority levy	521	-	-	521	496
Bad debt expense	146	-	9	155	71
	119,996	27,033	36	147,065	122,162
Net revenues (expenses)	(5,732)	22,512	1,835	18,615	23,747
Interfund transfers	$ (1,970)	$ 1,686	$ 284	$ -	$ -
Net (decrease) increase in fund balances for year	(7,702)	24,198	2,119	18,615	23,747
Fund balances, beginning of year	35,280	135,539	15,417	186,236	162,489
Fund balances, end of year	$ 27,578	$ 159,737	$ 17,536	$ 204,851	$ 186,236

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SUMMARIZED STATEMENT OF
CASH FLOWS
FOR THE YEAR ENDED APRIL 30, 2004

(in thousands of dollars)	GENERAL	RESTRICTED	ENDOWMENT	TOTAL	TOTAL 2003
Operating Activities					
Net revenues (expenses)	$ (5,732)	$ 22,512	$ 1,835	$ 18,615	$ 23,747
Add back items not affecting cash:					
Amortization of capital assets	520	15,025	-	15,545	13,480
Unrealized (gains) losses on mutual funds	-	(2,008)	(1,410)	(3,418)	2,212
(Gain) loss on disposal of capital assets	(12)	(3,462)	-	(3,474)	1,336
Forgiveness of long-term debt	(200)	-	-	(200)	-
(Increase) decrease in non-cash working capital	(3,235)	(12,438)	-	(15,673)	5,582
Decrease (increase) in accrued pension benefit	6,889	-	-	6,889	(10,074)
Increase (decrease) in long-term accrual for employee future benefits	283	-	-	283	(189)
Cash generated by operating activities	(1,487)	19,629	425	18,567	36,094
Investing Activities					
Purchases of investments	(39,499)	(2,571)	(746)	(42,816)	(72,199)
Sales of investments	39,499	1,945	37	41,481	71,161
Purchases of capital assets:					
Buildings	(97)	(52,253)	-	(52,350)	(19,430)
Site improvements	-	(1,148)	-	(1,148)	(1,376)
Furnishings and equipment	(1,547)	(5,119)	-	(6,666)	(6,471)
Software	(96)	(116)	-	(212)	(351)
Library resources	(1,267)	-	-	(1,267)	(1,412)
Leasehold improvement	-	-	-	-	(779)
Sale of capital assets:					
Buildings	-	11,000	-	11,000	-
Furnishings	13	26	-	39	-
Cash used in investing activities	(2,994)	(48,236)	(709)	(51,939)	(30,857)
Financing Activities					
Issuance of long-term debt	-	28,805	-	28,805	7,291
Repayment of long-term debt	-	(225)	-	(225)	(2,420)
Increase in long-term loan receivable	-	(471)	-	(471)	(960)
Repayment of long-term loan receivable	-	71	-	71	28
Issuance of internal loans	(114)	114	-	-	-
Repayment of demand loan	-	(5,823)	-	(5,823)	(636)
Cash used in financing activities	(114)	22,471	-	22,357	3,303
Net change in cash	(4,595)	(6,136)	(284)	(11,015)	8,540
Interfund adjustments	516	(800)	284	-	-
Cash, beginning of year	4,027	11,679	-	15,706	7,166
Cash, end of year	$ (52)	$ 4,743	$ -	$ 4,691	$ 15,706

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UNIVERSITY OF REGINA

SUMMARIZED NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED APRIL 30, 2004

1. Summarized Significant Accounting Policies

The University follows the restricted fund method of accounting for contributions. As such, resources are classified for accounting and reporting purposes into funds in accordance with specified activities or objectives. The University has classified accounts with similar characteristics into major funds as follows:

i) The General Fund accounts for the University's program delivery, service and administrative activities that are funded by tuition and related fees, government grants and other income. It also includes the University's self-funding fee-for-service Ancillary funds and the Special Project funds used to track revenues and expenditures for consulting, training, time-limited and other projects. The General Fund also holds the accrued pension benefit asset related to the three University-sponsored defined benefit pension plans: The Pension Plan for the Academic and Administrative Employees of the University of Regina, the University of Regina Non-Academic Pension Plan, and the University of Regina Supplementary Executive Retirement Plan.

ii) The Restricted Fund reports grants, gifts, interest and rental income used to acquire capital assets and repay long-term debt on certain capital assets. It also includes grant and contract income and expenses specifically identified for research or related activities as restricted by granting agencies, research institutes and other public and private organizations. The Restricted Fund also holds in trust externally restricted resources that may be used in their entirety within the restrictions established by the provider of the funds, which are generally for the provision of scholarships or annual lectures.

iii) The Endowment Fund reports resources contributed for endowment. Restrictions placed on the fund by the original provider preclude the original fund balance from being spent.

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LEADERSHIP

Executive Administration

David Barnard
President and Vice-Chancellor

Katherine Heinrich
Vice-President (Academic)

Jim Tomkins
Vice-President (Administration)

Allan Cahoon
Vice-President (Research and International)

Stephen McClatchie
Associate Vice-President (Academic)

Hilary Horan
Associate Vice-President (Student Affairs)

Ellen Chapco
University Secretary

Barbara Pollock
Executive Director, University Relations

Brenda Righetti
Senior Executive Assistant to the President

Board of Governors

Berny Wiens
Chair

Garth Fredrickson
Vice-Chair

Art Wakabayashi
Chancellor

David Barnard
President and Vice-Chancellor

Terry Allen

Barbra Bell

Mo Bundon

Barb Byers

Bev Cardinal

Phoebe De Ciman

Alison Hayford

Gary Merasty
(to June 2003)

Deans

Garnet Garven
Administration

Robin Fisher
Arts

Marilyn Miller
Centre for Continuing Education

Margaret McKinnon
Education

Paitoon Tontiwachwuthikul
Engineering

Kathyrn Laurin
Fine Arts

Rod Kelln
Graduate Studies and Research

Dominique Sarny
Institut français
(as of July 1, 2003)

Craig Chamberlin
Kinesiology and Health Studies

Katherine Bergman
Science

Michael MacLean
Social Work

Bob Foley
University Librarian
(to August 18, 2003)

William Howard
University Librarian
(as of August 18, 2003)

Federated College Presidents

Kenneth McGovern
Campion College

Richard Hordern
Luther College

Wes Stevenson
First Nations University of Canada
(acting, to December 22, 2003)

Eber Hampton
First Nations University of Canada
(as of December 22, 2003)

Directors

Marj Hewitt
Ancillary Services

Malcolm Wilson
Energy and Environment

Dave Button
Facilities and Planning

Dale Schoffer
Financial Services

Bonnie Dobni
Human Resources

Larry Symes
Information Services

Alain Boutet
International Cooperation and Development
(as of September 29, 2003)

Neil Southam
Office of Resource Planning
(acting, to November 1, 2003)

Brian Christie
Office of Resource Planning
(as of November 1, 2003)

Janet Denford
Registrar

Gordon Owen
University-Industry Liaison Office

BUILDING ON KNOWLEDGE

Front and inside cover collage (left to right): Shadia Drury, Alain Boutet, Art Wakabayashi, Raegan Bernhardt, June LeDrew, Peter Leavitt, Berny Wiens, David Barnard, Bonnie Jackson, Brian Christie.

UNIVERSITY OF REGINA

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